

Office Memorandum • UNITED STATES GOVERNMENT

TO : The Inspector General

DATE: 8 October 1953

FROM : Chairman, Junior Officers' Career Programming Committee

SUBJECT: Proposed Modification of the Career Service Program,
to Resolve the Problems Confronting Junior Officers

STATEMENT OF PROBLEM

1. To investigate the personnel problems - such as those of recruitment, job placement, rotation, training, reassignment, military personnel program, and promotion - which appear to have contributed to the dissatisfaction of a large number of young officers having career potential for the Agency; and to recommend means by which such problems may be resolved.

FACTS BEARING ON THE PROBLEM

2. In a series of meetings beginning on 28 September 1953, the Junior Officers Career Service Programming Committee studied all the relevant Agency Regulations, Clandestine Service Instructions and policy statements dealing with the various facets of this broad subject. As a counter-balance to these statements of policy, members of the Committee also familiarized themselves with the actual practices obtaining within their respective offices, divisions and staffs.

3. After comparing theory with practice and having discussed a number of cases reflecting the major causes of personnel discontent, the Committee agreed that the entire range of personnel ills which it had studied were of such a nature as could be corrected by a responsible and authoritative system of career service.

4. In view of the limited time allowed for the study, it was apparent to the Committee that its best approach would be to build from existing 'paper' policy, making modifications where they appeared essential, and then to concentrate on the evolution of proposals which would ensure prompt, effective and authoritative implementation.

5. The Committee recognizes that, approaching the problem from an overall Agency point of view, its initial recommendations can not realistically deal with the mechanics of such a system on the lower echelons of the various Agency components - where unique problems and/or practices might present a need for special machinery. The Committee submits, therefor, that much more detailed study would be called for if its basic concepts - here presented - are considered to have merit.

CONCLUSIONS

6. The Committee considers that the problems presented to it for consideration can be solved only with the establishment of a strong career service system under the direction of an individual, answerable only to the Director of Central Intelligence, whose responsibilities, authority and executive machinery are clearly defined.

RECOMMENDATIONS

7. It is recommended that the career system outlined below, designed to simplify existing machinery and create authority where it has been lacking, be adopted.

8. Organization:

a. A CIA Career Service Board, meeting at the direction of a permanent chairman appointed by the DCI as head of the Career Service System;

b. In addition to the Chairman, the Board shall be composed of the Career Service Chiefs of the DD/P, DD/I, DD/A and Office of Training (having full representation and voting powers in all matters before the Board); the Career Service Chief of AD/COMMO (having representation at all times, but voting powers only in matters of concern to COMMO); and non-voting Advisors representing the AD/Personnel and the Director of Training;

c. The Career Service Chiefs mentioned in 8 b, supra will be the permanent chiefs of the Career Service Boards (CSBs) in their respective areas. They will be appointed by the mutual agreement of the Chairman of the CIA Board and the Deputy Director of the component concerned. These CSBs will be further composed of career service representatives from each of the subordinate offices or staffs of the component. The Career Service Chiefs and their Board members will devote their full time to matters of concern to the Board and should be located within one office.

d. Retention of the units now known as Junior Career Service Boards, from which the CSB representatives will be drawn, will be a matter to be decided by the Staff or Office concerned.

9. Functions; CIA Career Service Board:

a. The prime function of the CIA Career Service Board shall be to effect and be responsible for an adequate Agency-wide Career Service Program based on mandatory assignment.

b. The CIA/CSB shall handle all assignments involving transfers between DD and AD echelons.

c. The CIA/CSB shall also handle those matters which cannot be resolved within the DD/Career Service Boards.

10. Functions; DD/Career Service Boards:

a. Each DD/CSB shall keep itself fully cognizant of the personnel and recruitment needs - both in the field and at headquarters - of the division staffs and offices under its jurisdiction.

b. The individual DD/CSB's shall be responsible for all personnel reassessments and rotations. In the case of rotation from the field, the particular DD/CSB involved shall be notified six (6) months prior to the return of the assignee as to the subjects, background, performance, preference for assignment and pertinent field recommendations.

The Board shall determine the reassignment and so notify the assignee before he leaves the field.

c. In acting upon all cases for placement or reassignment the DD/CSBs shall be guided by the General Principles broadly defined below, and its decisions in the form of mandatory assignment of personnel shall be final, with the reservation that:

1. The Offices of Personnel and Training shall have the right of a technical veto in all cases:

2. New supervisor may, upon presentation of just cause in writing, exercise a right of appeal.

3. The assignee, providing he has a strong case and having made adequate representation in writing may also exercise the right of appeal.

d. The DD/CSBs shall exercise general supervision over promotion actions.

e. The DD/CSBs shall further exercise supervision over individual training statuses where training supplementary to standard requisites is deemed advisable.

f. The DD/CSBs shall also ensure that a broad career information program be conducted so that each career employee is made aware of what the program means to him with a view toward strengthening morale and increasing "esprit de corps".

11. General Principles:

The Boards shall in all their decisions be guided by the best interests of the Agency as a whole in developing fully rounded personnel. Within this context it shall consciously direct the development of each officer's career - and only in so far as it is consonant with the larger interest shall they defer to the wishes of the individual. Many of the concepts employed in the Junior Officer Trainee Program could be usefully absorbed by the Boards. In so far as is possible, the Boards should implement the principles of mandatory

reassignment, and overseas rotation on a regular and non-discriminatory basis, depending on the area need and the individual's ability.

The reassignment and rotation would be twofold (1) Geographic and (2) within the Agency DD echelons and between them as well.

Final resolution of individual problems which might arise in the enforcement of this concept, as well as general statements of policy and guidance for the DD/Career Service Boards shall be the major responsibility of the CIA/CSB.

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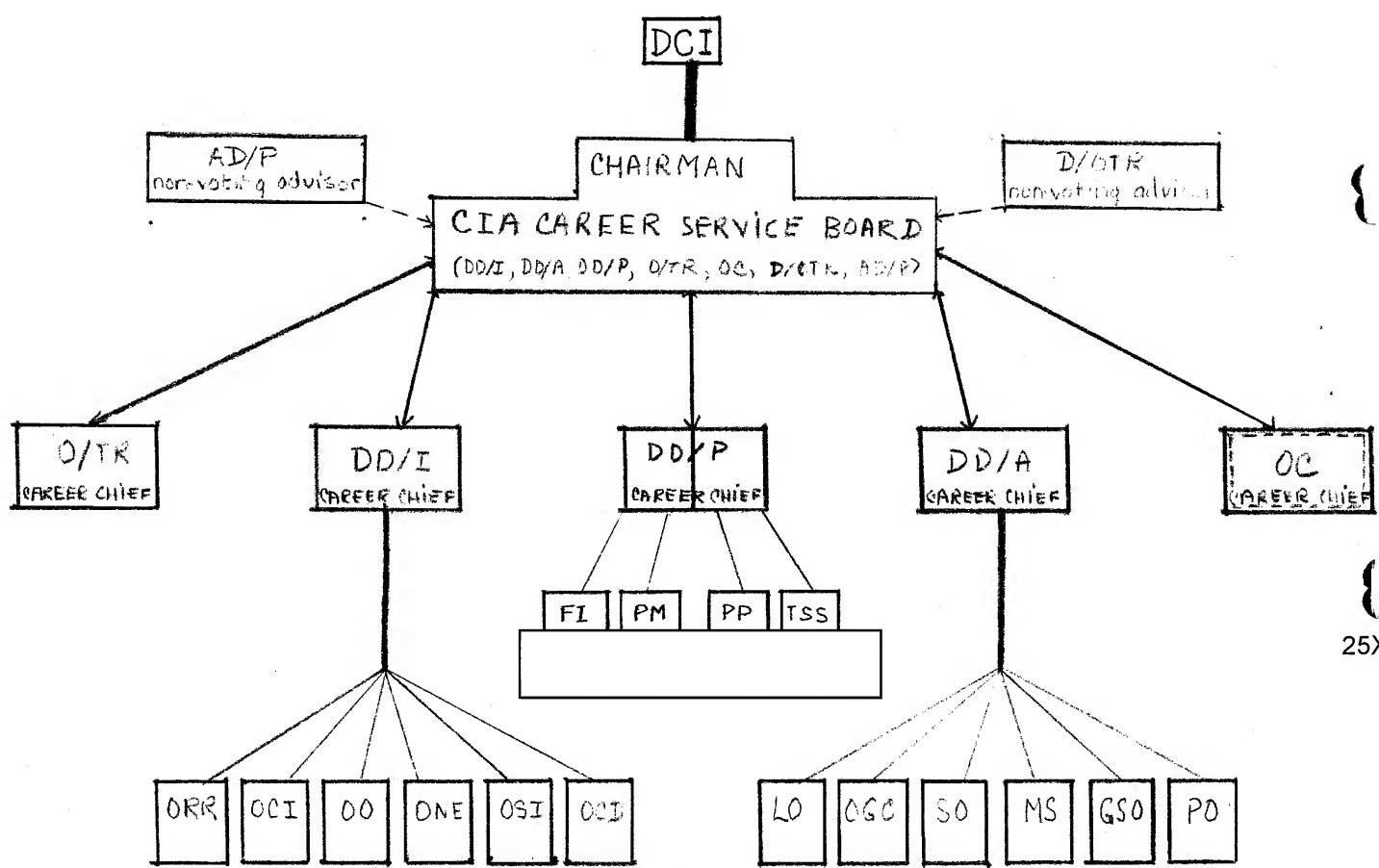
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— = Command Channels

SECRET
SECURITY INFORMATION



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